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Management Officer, CIA

Assistant Director, OES

28 JUN 1950

Management Staff Survey of Map Division, OES

1. The report resulting from the Management Staff survey of Map Division, OES, adequately discusses the current problems in D/Ma's operations and it is believed that detailed comments by OES are unnecessary.

2. OES notes that the report does not include a discussion of broad policy questions relating to the Map Division's mission. However, the Management Staff representative stated that the survey would not include the Office of the Chief, D/Ma, which probably accounts for this omission.

3. Full consideration will be given by OES to procedural improvements recommended in the survey report. The suggestion detailed in Appendix "B" will be tried on an experimental basis as soon as the necessary cards can be obtained.

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THEODORE BARRETT

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OES/S/PP/ [REDACTED] JW

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D/MA

MANAGEMENT

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Assistant Director, Reports and Estimates

6 June 1960

Chief, Map Division, GSI

D/MA comments on Management Staff survey of Map Division, GSI

REFERENCE: Management Staff Survey of Map Division, GSI, submitted as memo to the AD/GSI from Management Officer dated 15 May 1960

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1. [REDACTED] of the Management Staff spent considerable time in each of the operating units of D/MA and made a sincere effort to discover how much the Management Staff might assist in increasing the efficiency of the Division's operations. Appropriate members of D/MA's staff gave [REDACTED] their full cooperation and explained to him not only such detailed procedures as were of interest to him, but also some of the underlying conceptions of the work undertaken within the Division.

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2. The subject survey is essentially a report by [REDACTED] of facts regarding the Division which he found out during his investigation. The survey is superficial in that all phases of the Division's work were not mentioned, the various points brought out were not discussed in regard to their relative importance, and little was said of the basic concepts, policies and general philosophy underlying the various activities of the Division.

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3. Several of the problems discussed [REDACTED] were simply ones which happened to be current when he interviewed the staff. Had a survey been made two months earlier or two months later, a different group of problems would have been included.

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4. [REDACTED] stated that he wasn't making a survey of the Office of the Chief of the Division and it may be for this reason that no mention was made of larger policy questions such as, how D/MA might improve its contributions as a producing and coordinating organization within the intelligence framework of the Government.

5. The organization of this report on the survey could have been improved. The comments included under the first fourteen points vary greatly in importance and have no relation one to the other. Under Item 15, too much emphasis is placed on the relationship of the Division to GSI. Some of the points mentioned under this item are very minor and others, such as the problem of inter-library loan, are quite serious. Nothing is said of the working relations of the Map Intelligence Branch with other components of the CIA and other intelligence agencies. Certain items discussed under only one Branch have reference to the operation of two or more Branches. For instance, Item 15 i. refers to two Branches and is discussed under the Cartography Branch, and Item 17 d. (5) is a Division-wide problem and is discussed under the Procurement and Reference Branch.

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6. The following are specific comments on items mentioned in the survey:

a. Item 7. It is a matter of opinion the extent to which such indoctrination will assist the staff of D/IN in utilizing OSS services.

b. Items 12 and 14. The first is a very minor point and the second has been thoroughly explained *within* the report.

c. Items 15 b. and 16 b. D/IN must strive constantly to meet its responsibilities to all intelligence areas and at the same time to carry out the justifiable commitments to the NIS program. It is hoped that a percentage of the total effort given to the NIS program will diminish in time.

d. Item 15 c. A conference was held between OSI, 11/77, Management, and D/IN and it was found that no change in respective areas of interest is anticipated but that even closer working level cooperation is desired.

e. Item 15 d. The difficulty in obtaining prompt inter-library loan services still remains a serious problem and cripples the work of the professional staff of the Map Intelligence Branch.

f. Items 15 h. and 17 b.(1). Investigation of the Thorney machine was made and it is not believed that this machine is the answer to reproduction needs of the Map Intelligence Branch and the Procurement and Reference Branch. It is reported that more suitable machines will be available momentarily.

g. Items 16 a.(1), and 16 f. These transfers of personnel were arranged months before the survey and have been carried out.

h. Item 17 b. The statements included under the Procurement Section are misleading. Sub items (2), (3), (5) and (6) refer to a State Department and Foreign Service responsibility and should be included in the survey at best for information only. Sub item (1) should include the very important function of procuring maps for CIA.

i. Item 17 b.(10). The so-called solution to problem (b) is a procedure that has been routine since D/IN was transferred to CIA. Admittedly it requires checking from time to time. Problem (c) was slipped between the Chief, D/IN and the Chief, *[redacted]* after a preliminary mention of the question by the AD/OSD to the AD/OSD.

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3. Item 17 d.(2). The present cataloging procedure is still adequate but may have appeared currently questionable since one of the key positions for maintaining the catalogue has been unoccupied for an extended period. The Chief of the Procurement and Reference Branch agreed that the recommended procedure indicated in Exhibit "E" is logical but depends on experimentation to determine legibility and usability of the resultant cards and of the proposed system of reproduction.

4. Item 17 d.(3). This problem is more extensive than is indicated by the survey and is being worked out currently in collaboration with [REDACTED] and the Emergency Committee.

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1. Exhibit "A". The format and introductory statements are reported to follow a general form proposed by Management. Basically, it is believed that the statement of functions is satisfactory. Incorrect punctuation that might be misleading should be pointed out. The omission after "terminator" under 2. should be omitted and a comma should be placed after "geographic" under 3.

2. Exhibit "F". Management has now agreed that savings by the recommended procedure would be only [REDACTED] instead of [REDACTED]. Unless the proposed procedure has definite advantages proven by experiment, it is not believed that this saving is sufficient to require the institution of a change.

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